

13 September 1962

MEMORANDUM

TO : Deputy Director (Intelligence)

FROM : Deputy Assistant Director (Current Intelligence)

SUBJECT: Kirkpatrick Memorandum's on Exchange of Personnel with State and Defense.

1. Greater exchange of personnel with State and Defense is a desirable goal.

2. A State representative at the Ambassadorial level on the BNE would have ceremonial value, but is not likely to make a substantial contribution to the Board's work. There will be a strong tendency on the part of State to assign "problems" to the Board rather than "comers" who could make a useful contribution while here and help the Agency on their return to State.

3. Similarly, from my experience on the Policy Planning Staff, I would suggest that a person of Office Chief or Deputy level is of too high a grade to fit usefully into State. Such a person would correspond in rank with Assistant Secretary, and State is not likely to permit him responsibilities commensurate with his grade. It would be equally difficult for an Office Chief type to be working with State officials of obviously lower grade.

4. I also am inclined to think that INR would have difficulty finding a productive spot for a person at the level of Chief of Station.

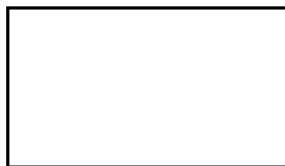
5. In summary, I propose that the three State persons be at the rank of FSO 1 or 2, FSO 2 or 3, and FSO 3 or 4, and that the CIA designees be GS-15 or 14, GS 14 or 13, and GS 13 or 12.

6. The problem with Defense is very different from that with State. In the first place, there is already a substantial number of Defense people working in CIA and some CIA personnel are working in the Pentagon or in a liaison capacity with Defense Commands (SAC, NORAD, etc). Hence, we are not suggesting anything new, but

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rather examining whether any further exchanges would be useful. I question whether the producing offices of DD/I could usefully use any more Defense personnel. I do think, however, that it would be a good idea for a fairly senior DD/I type to have a tour on Nitze's staff and O/CI could profit from having a man in DIA's current intelligence shop. I cannot speak for DD/P or O/TR.



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13 September 1962

MEMORANDUM FOR: Executive Director

SUBJECT : Exchange of Personnel with Department of State
and DIA

REFERENCE : Your draft letters on above subject forwarded
for DDI comment 7 September

I am attaching memos from [] (OCI), who was an
"exchangee" with State's Policy Planning Staff, and from Sherman
Kent commenting on your letters to Johnson and Carroll. I
agree with the comments in both, which I would summarize briefly
as follows:

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a. Closer contacts and better understanding
between CIA and State and Defense are useful, and
exchange of personnel may help.

b. We have trouble getting our top-notch people,
especially at higher ranks, assigned to appropriate,
productive work in other agencies.

c. We have trouble getting top-notch quality
assignments, especially at higher ranks, for duty
in CIA.

d. Hence, proceed with caution; reserving some
discretion on specific people for specific jobs.

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[]
RAY S. CLINE
Deputy Director (Intelligence)

Attachments

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11 September 1962

MEMORANDUM FOR: Deputy Director (Intelligence)

SUBJECT : Draft Letters of the Executive Director
with Respect to Exchanging Personnel
with Department of State and DIA

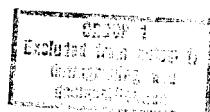
1. Obviously my comment is solicited with respect to the proposal being made to Alexis Johnson that the State Department assign an ambassador or minister to our Board. This is a proposal with which I am very familiar and one in which I believe my views to be well known. They are: it would be a great thing to have the right ambassador or minister as a member of the Board of National Estimates; it would not be good at all to have the wrong one. I could name a good number of men in each category. If the final selection were left to the Department of State I would respectfully estimate that our chances of getting one from the "right" category would be very low indeed and our chances from the other category perhaps commensurately high. Accordingly, my fundamental comment on this proposition is to proceed with caution. Forget not, above all, that in the past the Department has volunteered to make available to us at least one man whose membership on our Board I would regard as a disaster.

2. I presume that the letter to General Carroll would suggest to him that he name a military man to our Board. Here, too, unfortunately I have reservations. These do not spring from my feeling that all ten of our military Board members have represented an ideal selection. We can improve our record in the future but not necessarily by relying solely on the nomination of Director, DIA. Here again I would urge proceeding with caution.

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SHERMAN KENT
Assistant Director
National Estimates

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pls file these with ER 62-7499 and 7499A
on same subject.

CIA HISTORICAL REVIEW PROGRAM
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